Annual Compliance Report
8th Edition

Clackamas County Fire District #1
11300 SE Fuller Road
Milwaukie, Oregon
USA 97222

This Report Prepared on July 11,2016
By
Doug Whiteley, Division Chief
For The
Commission on Fire Accreditation International, Inc.

This Report Represents The Agency's Status
As It Relates To Its Accreditation Report
Dated August 26, 2015

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Preface

The accreditation report submitted to the Commission on Fire Accreditation International, Inc. enabled the commission to award accreditation status to your agency. Part of the requirements to retain accredited agency status is your commitment to keep the commission staff informed of any significant changes or developments in activities, direction, or programming. This is accomplished by the preparation and submission of an annual compliance report.

The accreditation report is the internal control document of the commission that establishes your agency's benchmarks. The annual compliance report is the document used by the Commission to monitor your status as it relates to your standards, procedures and practices as well as the progress made toward completing all strategic and specific recommendations.

Each section must be completed if there is any activity to report. An activity is any rate of change, direction of change, nature of change or amount of change. Appropriate documentation must accompany this report to demonstrate that official action occurred that resulted in a change to the agency's benchmarks or progress/completion of the strategic and specific recommendations. Examples of appropriate documentation are: certified copy of the governing body minutes, CEO written directives, copies of Federal or State Statutes, copies of local ordinances or resolutions, copies of purchase orders, copies of signed contracts, copies of Federal or State administrative rules, copies of Federal or State regulatory agency ordered action or settlement agreement, copies of court ordered action or settlement agreement, copies of local government charters, or copies of voter approved referendum. Copies of any supporting documentation that was used by the agency to effectuate a change should also accompany the compliance report. Examples of supporting documentation are: feasibility studies, ISO grading reports, position papers, legal opinions, recommendation memos, or consultants reports.

The annual compliance report is due 45 days before the anniversary date of your agency's most recent award of accreditation.

Any questions regarding the report, its content or length should be directed to the CFAI Program Manager.

Agency Information

Agency Name:	Clackamas County Fire District #1
Agency Address:	11300 SE Fuller Road Milwaukie, Oregon 97222
Agency Website:	www.clackamasfire.com
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Date of most recent Award of Accreditation:	August 2015
Annual Compliance Report due date:	July 15, 2016
Annual Compliance Report Number (1-4):	1
Current ISO Rating	3
Current Population	220,000

Agency/Jurisdiction Description

Clackamas Fire District #1 is one of the largest fire protection districts in the State of Oregon, serving over 220,000 citizens in approximately 235 square miles. The district's service area includes the cities of Milwaukie, Oregon City, Happy Valley, and Johnson City and the unincorporated areas of Oak Lodge, Westwood, Clackamas, Sunnyside, Redland, Carver, Carus, Beavercreek, Highland, Clarkes, Eagle Creek, Barton, Boring, and Damascus (former city). The fire district is governed by a five member, at-large board of directors.

Clackamas Fire's service area is bound by the Portland City limits, Multnomah County, and Gresham City Limits border to the north; the Willamette River and the eastern border of Gladstone to the West; the northern border of Canby, Molalla, and Colton fire districts to the south; and the western borders of Estacada and Sandy fire districts to the east. The district services urban, suburban, and rural areas.

The fire district has 256 employees, including one fire chief, two deputy chiefs, four division chiefs, and 199 other sworn personnel. There are approximately 100 suppression and support volunteers.. All career firefighters are certified as Emergency Medical Technician (EMT) Basic at a minimum. The fire district provides advanced life support (ALS) staffing through a minimum of one paramedic per station/per shift. The fire district provides several programs beyond the typical fire service delivery. These include water rescue, technical rescue, hazardous materials, and confined space rescue.

The fire district has 20 community fire stations located throughout the service area.. The stations are as follows: Town Center (Station 1), Milwaukie (Station 2), Oak Grove (Station 3), Lake Road/Westwood (Station 4), Mount Scott (Station 5), Happy Valley (Station 6), Pleasant Valley (Station 7), Clackamas (Station 8), Holcomb (Station 9), Beavercreek (Station 10), Redland (Station 11), Logan (Station 12), Clarkes (Station 13), Boring (Station 14), Downtown Oregon City (Station 15), Hilltop Oregon City (Station 16), South End Oregon City (Station 17), Eagle Creek (Station 18), Damascus (Station 19), and Highland (Station 20). Each shift, the fire district deploys 2 Battalion Chiefs, 12 engines, 3 aerial apparatus, 2 rescue/medic units, and 1 heavy rescue unit as part of its front line deployment. In addition to fire stations, two of the above house administration and fire prevention. Other district facilities include a training center, logistics and fleet center, and an information technology building.

The fire district's annual operating budget is $63,517,900. The fire district's 2016 fiscal year adopted budget is attached as an exhibit.

Agency Environmental Changes

Over the past year, the fire district has experienced a number of environmental changes. Some of these were partially enacted prior to our 2015 site visit, but all have had an organizational impact over the past year.

- Contract for Service to Boring Fire District #59: In May 2016, Board of Directors from Clackamas Fire and Boring Fire approved a resolution to move forward with the legal integration of Boring Fire into Clackamas Fire in the form of an annexation. The annexation vote will go before the citizens within both fire districts in November 2016. If successful, there will be an implementation date of February 2017.
- IGA (Intergovernmental Agreements): The services requested of Clackamas Fire continue to increase every year with neighboring agencies. The fire district has IGAs with Canby Fire (training, wellness, and IT services), Estacada Fire (fire prevention, training, and partial IT services), and Gladstone Fire (fleet services).
- General Obligation Bond: In May 2015, the citizens of Clackamas Fire approved a $29 million general obligation bond. Bond proceeds have been and will be spent on purchasing emergency response apparatus, construction of a new fleet and logistics building, construction of a training facility, capital improvements to existing facilities, construction of a new fire station, and the replacement of self-contained breathing apparatus.
- County-Wide Emergency Communication Radio Bond: In May 2016, the voters of Clackamas County passed a $59 million emergency radio system bond that will replace the current emergency radio system within all of Clackamas County. The approval of this bond supported all user agencies (police and fire) from a significant financial impact. Specific to Clackamas Fire, this will save the organization an estimated $5.5 million in future funding needs.
- Urban Renewal District: The City of Milwaukie is in the process of establishing a new urban renewal district throughout a portion of their city. The fire district estimates a potential loss in revenue of nearly $18 million over the life of the proposed district..
- Insurance Services Office (ISO): The fire district will receive a re-rating from ISO in September 2016. The fire district will be working to maintain and or improve the current rating of Class 3.
- Community Paramedic Program: Clackamas Fire recently implemented a Community Paramedic Program. The goal of this program is to reduce frequent 911 users dependence on the 911 system as their primary healthcare. It is also designed to improve the health of our citizens by reducing the re-admission rate of patients discharged from the hospital. Clackamas Fire has assigned a firefighter paramedic as our Community Paramedic to support this inititative.
- Medic 16: In January 2016, the fire district deployed a 40 hour per week medic unit staffed with two firefighter/paramedics. This was implemented to positively impact response performance in the Oregon City area during peak incident times.
- Staffing changes: In September 2015, the fire district created the position of Division Chief to establish a chief officer level between Battalion Chief and Deputy Chief. This included the positions of Emergency Medical Services Chief, Fire Marshal, Operations Chief and Training Chief.

Changes in Compliance With Legal Requirements in Federal, State and Local Government(s)

1.   Is your agency in compliance with all standards applicable to the agency at its most recent accreditation, or last annual compliance report, whichever is the most recent? Examples of standards are ADA, OSHA, Fair Labor Standards Act., etc.

                        <u>Yes</u>

Exhibits 11, 12

Changes in Compliance With Adopted Community/Agency Standards

1.	Is your agency in compliance with all community/agency standards at its most recent accreditation, or last annual compliance report, whichever is the most recent? Examples of community/agency standards are: established response time, minimum staffing, any NFPA standard adopted or used that is not mandated by the Federal or State governments, labor contracts, etc.

<u>Yes</u>

Exhibits 2, 3, 17

Changes in Compliance With Self-Assessment Core Competencies

1. Is your agency in compliance with all self-assessment core competencies since its most recent accreditation, or last annual compliance report, whichever is the most recent?

    <u>Yes</u>

Exhibit 16, 18

Changes in Compliance with Core Competencies Within the Self-Assessment Process

In Compliance	No Longer In Compliance	Core Competency		
		No.	Partial Description	Change in Performance Measure/Benchmark
X		1A.1	The agency is legally established.	
X		1B.3	Compliance with legal requirements	
X		2A.3	analyzes by service area/population density	Broken down into urban, suburban, and rural within SOC. Response times and call volume are reviewed and analyzed.
X		2B.1	Each planning zone and population area is analyzed and evaluated	Established within SOC. In each response area, there are identified target hazards that are reviewed annually.
		2B.5	travel time objectives for fire response conform to industry best practices	
X		2B.6	standards of response coverage strategy is established	SOC was updated in the fall of 2015. A new SOC will be drafted and implemented in 2017 to the 6th edition standard.
X		2B.8	formal process to assess the balance between fire suppression capabilities and fire risks	
X		2C.1	Each planning zone and population area is analyzed and evaluated	Established within SOC.
		2C.5	travel time objectives conform to industry best practices	
X		2C.6	standards of response coverage strategy is established	SOC was updated in the fall of 2015. A new SOC will be drafted and implemented in 2017 to the 6th edition standard.
X		2D.1	agency has a published strategic plan	Updated annually at organizational planning retreat
X		3A.1	general organizational goals specific objectives are published	Published within the strategic business plan and reviewed regularly
X		3B.1	management process identified	Addressed at quarterly planning meeting and weekly with executive team.
X		3C.1	examined and modified at least annually	Reviewed, modified and updated annually after the annual planning retreat each September. The document is reviewed quarterly for tracking.
X		4A.2	Policies, guidelines and processes for developing the annual budget	
X		4B.5	financial audits are conducted annually for the prior fiscal year	
X		4C.1	Programs based on anticipated revenues	Completed budget process and adopted 2016 fiscal budget.
X		5A.1	agency meets its deployment objectives fire suppression emergency incidents	
X		5A.4	Current standard operating procedures in place	SOPs and FRPs (fire rescue protocols) are reviewed annually for necessary updates.
X		5A.5	incident command/management system	
X		5A.7	appraisal is conducted	
X		5B.1	adopted fire prevention code	The organization utilizes the state adopted 2014 Oregon Fire Code, which is amended from the 2012 International Fire Code.
X		5B.2	compliance with applicable fire protection law	
X		5B.3	adequate staff with specific expertise to meet program goals	
X		5B.8	appraisal is conducted	
X		5C.4	targets specific risks and risk audiences	Staff utilizes incident data for establishing this.
X		5C.5	Current standard operating procedures in place	
X		5C.7	appraisal is conducted	
X		5D.1	fire investigation program is authorized	
X		5D.2	scientific method utilized	
X		5D.3	adequate staff with specific expertise	
X		5D.6	current standard operating procedures in place	
X		5D.8	appraisal is conducted	
X		5E.1	agency meets its deployment objectives technical rescue emergency incidents	

In Compliance	No Longer In Compliance	Core Competency		
		No.	Partial Description	Change in Performance Measure/Benchmark
X		5E.4	standard operating procedures in place	
X		5E.7	appraisal is conducted	
		5F.1	agency meets its deployment objectives hazardous materials emergency incidents	
X		5F.4	Current standard operating procedures in place	Exhibit 10
X		5F.7	appraisal is conducted	
X		5G.1	agency meets its deployment objectives emergency medical incidents	
X		5G.4	Standard operating procedures or general guidelines, and standing orders/protocols, are in place	
X		5G.6	created and maintained for each patient	
X		5G.7	HIPAA compliance program in place all personnel have been properly trained	
X		5G.10	appraisal conducted, at least annually	
X		5H.1	an all-hazards plan appropriate multi-agency organizational structure is identified	This is done annually through varied hazard training internally and with other agencies. COOP document is utilized.
X		5H.4	current standard operating procedures in place	
X		5H.5	interoperability with other public safety agencies in the field	Addressed through automatic aid agreements. This is included with the annual multiagency training.
X		5I.1	agency meets its deployment objectives aviation emergencies	
X		5I.4	Current standard operating procedures in place	
X		5I.6	appraisal is conducted	
X		5J.1	agency meets its deployment objectives marine and shipboard emergency incidents	
X		5J.4	Current standard operating procedure in place	
X		5J.6	An appraisal is conducted	
X		6A.2	involved in the planning for physical facilities	
X		6B.3	Physical facilities are adequate	Continually reviewed and updated through our capital improvement plan.
X		6B.4	Facilities comply	
X		6C.1	located strategically to accomplish the stated standards of response coverage	
X		6D.1	maintenance program is established	
X		6D.5	Current standard operating procedures in place	
X		6E.3	maintenance, testing, and inspections are conducted by qualified personnel	Testing is done by outside independent contractors to NFPA standards.
X		6F.1	Safety equipment is identified and distributed	Safety Committee is involved with this as well.
X		7A.1	human resources manager is designated	
X		7B.3	Processes and screening/qualifying devices used for recruitment and selection are job related and comply with requirements	
X		7B.6	probationary process is used to evaluate new and promoted members	
X		7C.1	Personnel policies are current and communicated	Annually
X		7C.2	policy defines and prohibits harassment, bias, and unlawful discrimination	All staff recently received harassment training.
X		7D.1	position classification system process by which jobs are audited and modified are in place	
X		7E.1	Rates of pay and compensation are published	
X		7F.5	occupational health and safety training program is established	
X		7G.1	provides for initial, regular, and rehabilitative medical and physical fitness evaluations	
X		7G.5	Current policies in place	
X		8A.1	process in place to identify training needs	
X		8B.4	evaluation through performance-based measurements	
X		8C.1	training facilities and apparatus are provided	
X		8C.7	Training materials are evaluated	
X		9A.1	establishes minimum fire flow requirements	

In Compliance	No Longer In Compliance	Core Competency		Change in Performance Measure/Benchmark
		No.	Partial Description	
X		9A.2	adequate and reliable fixed or portable water supply	
X		9B.1	system is in place to ensure communications in the field	
X		9B.5	Standard operating procedures in place	
X		9C.1	administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed	
X		10A.1	develops and maintains outside relationships	
X		10B.1	agreements are current and support organizational objectives	

Strategic Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
2B.5: It is recommended the district continue to monitor and improve turnout times and identify additional opportunities for improvement.	2016: The District will be rewriting the Standards of Coverage to the 6th ed. standard to ensure optimization of resources and conform with national best practices for turnout time, response times, and Effective Firefighting Forces. **Exhibit 2**		
2D.1: It is recommended that the district implement measures to solicit greater direct internal stakeholder feedback and participation in development and revisions of the published strategic plan.		2016: This has been addressed through organizational and Board of Directors annual planning retreats. The Fire District has expanded the planning retreats to all ranks including volunteers. **Exhibit 1**	
5B.8: It is recommended that the fire prevention division document and report the work accomplished annually through the division's internal goals and		2016: Annually, the Fire Prevention Division establishes detailed goals that align with organizational goals	

incorporate that information goals established through the strategic business plan.		established through the Strategic Business Plan. These goals have been made available to the organization through the district shared intranet. Fire Prevention staff tries to formally review the goals quarterly for progress. Work progress and accomplishments will be captured and shared in a year-end review. **Exhibit 4**	
5C.7: It is recommended that the public education section work on developing a means to measure the effectiveness of its delivery and/or comprehension of the program by the audience.		2016: Fire Prevention staff have developed pre and post-tests to provide to classes receiving fire safety education. This is provided when feasible but only when time allows since schools are limiting our presentation times. Additionally, satisfaction surveys are sent to all groups that receive presentations to determine if the education was adequate	

		and in line with the requested format. Feedback is reviewed by staff for quality and potential improvements. **Exhibit 5, 6**	
5E.7: It is recommended that the district establish water rescue as a free standing program area separate from other technical rescue disciplines.		2016: The organization will continue to evaluate this change through the Emergency Services Division. The water rescue program was separate at one time, but now incorporated due to rope rescue needs. We have found that on many technical rescue incidents, several of these disciplines are used together. All technical rescue incidents are tracking separately based on type through our records management system. Within the SOC, all technical rescue has been broken down separately regarding response and ERF. **Exhibit 2**	

5H.1: It is recommended that the district expand its participation in regularly scheduled reviews of all emergency operations plans (EOPs) within its coverage area.		2016: Staff has expanded planning / preparedness through the Clackamas County Department of Emergency Management and Homeland Security Task Force. Also, staff participates on the Regional Disaster Preparedness Organization to address UASI funding, training, and response. **Exhibit 7**	
6B.3: It is recommended that the district implement its facilities plan once financially feasible to help meet its strategic objectives.		2016: Revising Capital Improvement Plans (CIP) are Board approved and funded as budget allows. The voter approved bond will support the funding of projects outside of the annual budget. **Exhibit 8**	

Specific Recommendations

Recommendation	ACCEPTED	IMPLEMENTED	REJECTED
4C.2: It is recommended the district's debt management plan be updated.		2016: Debt Management policy was updated in July 2015 and Board approved as part of the fire districts General Obligation Bond. This will continue to be reviewed annually. **Exhibit 9**	
5D.7: It is recommended that the fire district utilize the smoke detector replacement information collected and use that as another means to determine at risk or areas with high smoke detector replacement as consideration for education programs.	2016: Fire District policy is currently being reviewed and updated to better track requested smoke alarms installations throughout the organization. This will be implemented when all policies are reviewed and updated in December/January. The change will provide more in-depth information about where smoke alarms are being requested and installed. Collected information will be		

	reviewed and incorporated into planning for the public education programs. The current program that installs smoke alarms in manufactured home parks in a partnership with a local Rotary Club is already thoroughly tracked and reviewed.		
5E.5: It is recommended that the district analyze staffing trends of technician-level members to determine if a minimum staffing number is necessary.		2016: The current Standards of Coverage has been updated to show effective staffing necessary for disciplines within the scope of technical rescues. See the SOP in the exhibits as this number changes between specific rescue types. Additionally, run cards have been arranged to have minimum levels of Technical Rescuers on scene for incident and safety of personnel. **Exhibit 2**	

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5E.6: It is recommended that the district develop the means to analyze technical rescue data to help identify potential risks, training possibilities, and resource needs for technical rescue.	2016: The Emergency Services Division is working to enhance data reporting information for Technical Rescues. Enabling Operations to better analyze incidents related to potential risks, training, and resource needs.		
5F.5: It is recommended that the fire district continue working towards the hazmat implementation plan.		2016: The fire district HAZMAT team has developed policy for response to incidents. All response personnel have drilled on HM response in April 2016 and were evaluated on performance by Chief officers. **Exhibit 10**	
5F.7: It is recommended that the district increase training across shifts that address major regional hazards.		2016: June 6-9, 2016, CCFD #1 participated in FEMA Region X Cascadia Rising earthquake drill. CCFD#1 participated with Clackamas County EOC in emergency response plan for	

		Clackamas River dam failures. CCFD#1 also trained individually with regional fire departments and ambulance service for local disasters. **Exhibit 7**	
6E.4: It is recommended that the district record information regarding self-contained breathing apparatus in a database that enables the compiling of summary reports and identifying potential trends.	2016: The District is in the R and D phase to select new SCBAs. The committee is down to 3 venders in the selection process. Part of that package will include SCBA maintenance and use tracking.		
7B.4: It is recommended the district develop a recruitment plan to better reflect the community the district serves.		2016: This was addressed in the Strategic Business Plan. Workforce analysis and Equal Employment Opportunity Commission Analysis were completed in July 2015 to give direction towards recruitment plan the appropriately reflect the community we serve. **Exhibit 1, 12**	

7B.4: It is recommended the district conduct an analysis on entry level and promotional processes to determine if there are any barriers that may be causing adverse impact on a diverse workforce.	2016: Human Resources is working on this analysis to include minimum qualifications, job descriptions, and desired competencies for all positions. Progress has been made on this goal, just not completed.		
9C.3: It is recommended that the district explore upgrading, standardizing and integrating its computer hardware and software capabilities to enhance productivity.	2016: The organization has funded and is in the process of implementing Enterprise Resource Planning (ERP) software to align divisions and capture data. This is initially planned around finance and will continue to expand as each area is completed and evaluated. **Exhibit 13**		
9C.5: It is recommended that the district develop and implement polices to guide the regular review of standard operating		2016: FRPs and SOPs are reviewed annually for consistency and necessary updated. The	

procedures (SOPs), fire rescue protocols (FRPs), advisories and directives.		incorporating and sun setting of advisories and directives has been incorporated into this annual review. **Exhibit 14, 15**	
10A.4: It is recommended that the district work with its legal representatives to incorporate conflict resolution measures and any other fire district priorities and expectation into a template document for future agreements and contracts moving forward.		2016: Legal counsel provides input for all new or updated IGA's and contracts to ensure conflict resolution language is present and protects all parties.	

Other Information

Exhibit List

Exhibit #1:   2015 Strategic Business Plan

Exhibit #2:   2015 Standards of Coverage

Exhibit #3:   Response/Turnout Date

Exhibit #4:   2016 FMO Goals

Exhibit #5:   Event Survey

Exhibit #6:   Elementary Pre/Post Test

Exhibit #7:   Cascadia Rising After Action Review

Exhibit #8:   Capital Improvement Plan

Exhibit #9:   Debt Management Policy

Exhibit #10:   Hazmat WMD Response

Exhibit #11:   OSHA Compliance

Exhibit #12:   Equal Employment Opportunity Commission Analysis (EEO4)

Exhibit #13:   ERP Scope of Work

Exhibit #14:   Fire Rescue Protocol SOP

Exhibit #15:   Standard Operating Procedure SOP

Exhibit #16:   2015 Clackamas Accreditation Report-Recommendations

Exhibit #17:   Minimum Staffing FRP

Exhibit #18:   2014 Annual Compliance Report

Verification

I verify that the information contained in this report is complete and true to the best of my knowledge.

_____
Signature of Agency Head

_____
Title

_____
Date